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65-38

6 January 1965

MEMORANDUM FOR: Deputy Director for Science & Technology**SUBJECT : Midcareer Program and Executive Development Course****REFERENCE : (1) Action Memorandum No. A-388,
25 June 1964
(2) DD/S&T Memorandum to Executive Director, 22 December 1964**

1. With regard to your comment on informing individuals in the range of consideration for the Midcareer Program positively or negatively concerning their selection, this requirement is hereby waived as far as DD/S&T is concerned.

2. I consider that the problem raised in your paragraph 4 concerning the fact that DD/S&T has a considerable number of worthwhile nominees who do not fit precisely in the criteria to be worthy of further review. I have asked the Chairman of the Training Selection Board to review this and take it into consideration. It is my personal philosophy that no criteria in anything should be so rigidly enforced as to prohibit flexibility or wise administration.

(signed) Lyman B. Kirkpatrick

**Lyman B. Kirkpatrick
Executive Director****cc: D/TR****LBK:drm:rcr****Distribution:**

O - DD/S&T

1 - D/TR

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(EXECUTIVE SECRETARY FILE)

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TO	NAME AND ADDRESS		DATE	INITIALS
1	Mr. Blake		22 DEC 1964	3
2	Dr. Wheelon		22 DEC 1964	X
3	Executive Director		5 Jan.	LBK
4				
5				
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64-8365

22 DEC 1964

DD/S&T 3421-64

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT: Mid-Career Program and Executive Development Course

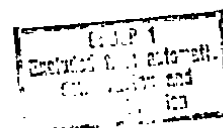
REFERENCE: Action Memorandum No. A-388, dated 25 June 1964, Subject: "Mid-Career Training Program"

1. This memorandum relates to the Executive Director experiences encountered by DD/S&T in endeavoring to comply with criteria established in reference for selection of employees to participate in the Agency Mid-Career Program.

2. There is universal and enthusiastic support within this Directorate for the Mid-Career Program. We believe it to be a most useful and worthwhile undertaking, and one which greatly aids us in developing meaningful career plans for professional employees. We are further enthusiastic, as have been all DD/S&T attendees, over the Mid-Career Training Course, now known as the Executive Development Course.

3. Our experiences in working with this program to date, however, have brought about two areas of concern which we would like to call to your attention. The first area, and one which is not unique to this Directorate, is a requirement that all individuals who meet the objective criteria for consideration for participation in the Mid-Career Program be informed positively or negatively concerning their selection. It is our considered judgment that no constructive purpose is served by taking deliberate action to inform individuals that they have not been chosen for participation in this program. Indeed, we are of the opinion that it is an ill-advised procedure and will, over a period of time, have a detrimental effect on both morale and dedication to duty. We earnestly suggest that you reconsider this requirement and amend procedures so that only positive declarations will be called for.

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4. The second area we wish to call to your attention is the one which is unique to this Directorate. While we agree that the objective grade and age criteria established for selection in this program meets general over-all Agency personnel development, we are faced in DD/S&T with a considerable number of worthwhile nominees who slightly exceed the grade criteria and generally are a few years less than the age criteria. This fact is brought about because of a deliberate hiring policy in recent years whereby, in order to obtain the services of well-trained and qualified scientific personnel, we have had to meet a competitive labor market. Accordingly, we have a considerable number of GS-14 officers, some of whom are slightly below the thirty-five year minimum age for the program but who would profit immeasurably by attendance at the Executive Development Course. It is also true, because of the same reasons given above, that some of these individuals have less than five years service in the Agency. It is not our thought that the objective criteria established in the reference for participation in the program should be changed. However, because of the uniqueness of the personnel situation in DD/S&T, we request that you authorize the Agency Training Selection Board to allow, on behalf of DD/S&T, reasonable deviation from the criteria established for the rest of the Agency.

ALBERT D. WHEELON
Deputy Director
for

Science and Technology

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